Government of Saskatchewan

Annual Report 1991 - 92

Employment Equity

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Employment Equity

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GOVERNMENT OF SASKATCHEWAN

EMPLOYMENT EQUITY ANNUAL REPORT 1991/92

HIGHLIGHTS

Plan Development & Implementation

The Government of Saskatchewan and both public sector unions, the Saskatchewan Government Employees' Union (SGEU) and the Canadian Union of Public Employees - Local 600 (CUPE 600), have been working together to implement employment equity initiatives in the public service.

All government departments are responsible for developing, implementing and monitoring employment equity activities, which are summarized in this report.

Achievement of Short-term Goals

For 1991/92, the government set a short-term recruitment goal of 309 for all target groups. Departments reported recruiting 323 target group individuals from outside the government/department and 186 internally within departments, for a total of 509 recruitments. This total represents all permanent and non-permanent appointments of women in management and non-traditional positions, persons of Aboriginal ancestry and persons with disabilities. Last year, departments reported recruiting 558 for all target groups.

Of the 509 individuals recruited, 287 (over 56 percent) were new to government, this compares to 70 percent from last year.

Special Initiatives

Departments undertook a wide variety of special measures during the year, including:

- **Advertising Initiatives**
  - adding a statement in job bulletins to advertise the government's commitment to employment equity and to encourage target group members to apply
  - depicting target group members in a positive fashion in publications
  - ensuring the absence of systemic barriers in job descriptions
  - publishing job advertisements in publications and newspapers read by target group members

- **Recruitment Initiatives**
  - participating in career fairs, showing recruitment videos, and making presentations to staff/students at educational institutions
  - identifying classifications and positions that could be filled by target group employees
  - using training programs when hiring qualifiable target group members
  - utilizing services of voluntary groups and other government departments when filling vacant positions
  - providing co-op and summer students from educational institutions and trainees from voluntary agencies with work experience, and possibly job placement

- **Staff Development Opportunities**
  - providing target group employees opportunities to attend seminars and development programs
  - encouraging and supporting target group employees who may be interested in secondments, job rotations, special projects and temporary performance of higher duties and other measures to enhance skills and experience levels
  - considering the current and career needs of target group employees when granting educational leave and tuition and book reimbursement

- **Education and Awareness Initiatives**
  - keeping managers and employees informed about the reasons for employment equity programs, as well as new developments and initiatives, using:
    . resource persons as speakers at staff meetings
    . distributing posters, notices and announcements for posting
    . circulating employment equity related materials
    . displaying role model posters
  - fostering good attitudes and behaviour towards target group employees, using:
    . staff meetings and workshops on employment equity
    . department newsletters
    . attitude awareness workshops
    . cross-cultural training programs
    . sponsorship of, and supporting attendance at, related conferences

- **Accommodating Disabilities**
  - continuing to monitor physical accessibility renovations in government owned and leased buildings
  - providing technical devices and special services to employees with disabilities

GOVERNMENT OF SASKATCHEWAN

ANNUAL EMPLOYMENT EQUITY REPORT 1991/92

BACKGROUND:

In June 1987, the Saskatchewan Human Rights Commission (SHRC) approved an Interim Employment Equity Plan (also known as Affirmative Action or Employment Fairness) which applies to out-of-scope, entry-level, and non-permanent positions and employees within the public service. A revised plan was submitted and approval was reaffirmed in July 1989.

This plan dealt only with those public service positions in which the hiring and promotion decisions were not directly impacted by provisions of the collective agreements.

Subsequently, joint consultations commenced with the Public Service/Government Employment Bargaining Unit of SGEU and with CUPE 600, to develop employment equity plans which would apply to in-scope positions and employees.

These consultations/negotiations were successful, as employment equity plans were developed and agreed to by all parties. In November 1988, the SHRC approved an Interim Employment Equity Plan which applied to SGEU positions and employees. The final comprehensive SGEU/Government plan was approved in March 1990. A plan applying to CUPE 600 positions and employees was approved by the SHRC in July 1989.

Approval of these three plans means that the government may implement employment equity initiatives which cover all public service employees and positions.

Many of the initiatives outlined in each of the plans are similar. In addition, with the exception of joint union/management committees, the same government structures are used to develop, implement, coordinate and/or monitor each of the government employment equity plans.

This annual report will, therefore, address all three approved employment equity plans on actions taken during the year to implement the plans, on progress made, difficulties encountered and on changes under consideration.

The structure of this annual report follows the format of the Legal Provisions and Program Approval provided by the SHRC.

Regulation 50 a)

Applicant

The applicant is the Government of Saskatchewan. The application is for approval of three employment equity plans addressing:

1) out-of-scope, entry-level, and non-permanent positions and employees

2) SGEU positions and employees

3) CUPE 600 positions and employees

Out-of-scope and SGEU positions are located throughout the province, although there is a heavier concentration in urban areas.

CUPE 600 positions in the Departments of Social Services and Health are located in the following centres and institutions:

- Mental Health Centre, Prince Albert
- Mental Health Centre, Weyburn
- Mental Health Centre, Yorkton
- Valley View Centre, Moose Jaw
- Saskatchewan Hospital and Battlefords Mental Health Centre, North Battleford

Regulation 51 a)

Name of the Applicant

As of March 31, 1992, there were 21 government departments, 3 secretariats and 1 Treasury Board Crown Corporation participating in the Government of Saskatchewan's employment equity program. The plans covered positions and employees in the following departments, secretariats and corporation:

Agricultural Credit Corporation of Saskatchewan
(Treasury Board Crown Corporation)
Agriculture and Food
Community Services
Economic Diversification and Trade
Education
Energy and Mines
Environment and Public Safety
Executive Council
Family Foundation
Finance
Health
Highways and Transportation
Human Resources, Labour and Employment
Indian and Metis Affairs Secretariat
Justice
Milk Control Board
Office of the Ombudsman
Parks and Renewable Resources
Public Service Commission
Rural Development
Saskatchewan Alcohol and Drug Abuse Commission
Saskatchewan Municipal Board
Seniors' Secretariat
Social Services
Women's Secretariat

The plan which applies to SGEU employees involves the departments and agencies listed in article 41.1.6 of the collective agreement.

Regulation 51 b)

Name of Person Responsible

The Deputy Minister to the Premier chairs the Employment Equity Steering Committee and continues to be responsible for implementing and monitoring the plans throughout government. As of April 15, 1992, the Committee members were:

Ron Clark	Deputy Minister to the Premier - Chairperson
Ron Kruzeniski	A/Deputy Minister, Human Resources, Labour and Employment - Vice-Chairperson
Sheila Bailey	A/Chairman, Public Service Commission
Marv Hendrickson	Secretary, Saskatchewan Indian and Metis Affairs Secretariat
Con Hnatiuk	Deputy Minister, Social Services
Arlene Hynd	Deputy Minister, Education
Joan Pederson	A/Secretary, Women's Secretariat
Dan Perrins	President, Family Foundation
Jack Sutherland	Deputy Minister, Highways and Transportation
Lily Tingley	Provincial Employment Equity Coordinator

The Steering Committee has overall responsibility for the government's employment equity program. The provincial Cabinet determines government policy and direction on employment equity. At the interface between Cabinet and the public service, the Steering Committee interprets Cabinet policy and manages its implementation.

The Deputy Minister of Human Resources, Labour and Employment (HRLE) is responsible for co-ordinating the implementation of the plan.

The Chairman of the Public Service Commission (PSC) is responsible for supporting and promoting the plan through the PSC's training and staffing activities.

The permanent head of each department is responsible for the implementation of the employment equity plan in that department.

The two joint union/government employment equity committees are responsible for overseeing the implementation of the plan, developing new initiatives, and providing consultative services and feedback on proposed activities.

Regulation 51 c)

Target Groups

In Accordance with Sections 53 a) I) to III)

The three target groups addressed by the employment equity plans are women, persons of Aboriginal ancestry and persons who have physical or mental disabilities.

The plans deal with the under-representation of women in managerial and non-traditional occupations throughout the public service. Non-traditional occupations for women include all those in the management and professional levels 1 to 12B, as well as those classifications which have fewer than 30% of the positions occupied by women (along with appropriate related classifications). The latter definition of 30% females in a non-traditional classification was developed in consultation with both the SGEU and CUPE 600, since the majority of these are in-scope. The SHRC's comparable statistic of females in the working age population is 43%.

Persons of Aboriginal ancestry include Status Indians, Non-Status Indians, Metis and Inuit. The comparable statistic of the working age population for aboriginal people, compiled by the SHRC, is 12.2%.

The government's plans also include persons with physical or mental disabilities. Persons with disabilities are defined as those who actually require an accommodation in the workplace or who have a visible disability. The corresponding community representation statistic as provided by the SHRC is 6.2% of the working age population.

Regulation 53 a) i)

Representation of the Target Groups

A. Workforce Survey

In February 1989, a voluntary Workforce Survey of all employees was conducted to compile information on numbers of persons of Aboriginal ancestry and persons with physical disabilities in the public service. New employees hired by the government since February 1989 are provided the Workforce Survey form to complete on a voluntary basis. In addition, current employees are free to complete a revised form at any time if their circumstances change.

In consultation with voluntary groups, employment equity co-ordinators and both unions, the Workforce Survey was revised in the fall of 1991, to include mental disabilities in the definition of disability for employment purposes. The survey was distributed to all departments for voluntary completion by new employees, current employees whose circumstances have changed, or employees who wished to self-identify under the new definition.

Data collected in the survey conducted since 1989 have been incorporated in the statistical summaries that follow.

A study, including a literature review, interviews and consultations, was conducted to determine the feasibility of allowing employers, for statistical purposes, to identify target group employees who have not self-identified. The study concluded that only the self-identification method was appropriate and legally acceptable, and no further follow-up regarding other means of identification was recommended.

B. Statistical Data

Tables 1 - 6 summarize the representation, as of March 31, 1992, of the three target groups in the public service. Tables 1 & 2 provide an overview of representation in government from 1988 to 1992. Tables 3 - 6 contain detailed statistics by target group and by type of position, for the years ending March 31, 1991 and March 31, 1992.

There is an apparent reduction from 1988 to 1989 in the numbers of persons of Aboriginal ancestry; however, these results may be somewhat misleading since the statistics for March 1989 and later, were derived solely from the results of a self-identification survey. Previous figures were based on self-identification combined with other means of identification.

As well, the numbers of persons with disabilities may be somewhat overstated due again to the self-identification nature of the workforce survey and some misinterpretation by respondents of the definition of disability provided in the survey. The revised Workplace Survey more clearly defines the term "disability" as it relates to employment, in accordance with the definition contained in **The Saskatchewan Human Rights Code**.

Statistics from March 1989 will be used as the baseline comparison for numbers of employees of Aboriginal ancestry and employees who have disabilities.

Note:
O/S: Out-of-Scope
SGEU: Saskatchewan Government Employees' Union
CUPE: Canadian Union of Public Employees Union

Table 1

Target Group Representation in Government: 1988 - 1992

	March/92	March/91	March/90	March/89	March/88
Persons of Aboriginal Ancestry	3.1%	2.9%	3.0%	2.9%	4.5%
Persons with Disabilities	2.4%	2.3%	2.3%	2.3%	0.9%
Women in Management*	26.8%	26.1%	25.0%	24.0%	23.1%
Women in Non-Traditional	19.8%	19.3%	18.5%	18.1%	11.0%
Women in Government	54.8%	54.2%	54.1%	53.2%	48.6%

* Women in all levels of the Management & Professional Classification Plan

NOTE: 1989-92 figures are based on self-identification (Workforce Survey form); 1988 figures are based on self-identification and other means of identification.

Table 2

Representation in Management Positions: 1988 - 1992

		March/92	March/91	March/90	March/89	March/88
Persons of Aboriginal Ancestry		1.7%	1.6%	1.6%	1.4%	1.5%
Persons with Disabilities		3.4%	3.4%	3.3%	3.3%	1.2%
Women:	Levels 7-12	19.1%	18.1%	17.4%	16.6%	13.5%
	Levels 1-6	31.0%	30.4%	29.2%	28.1%	28.3%
	Total:	26.8%	26.1%	25.0%	24.0%	23.1%

Note: 1989-92 figures are based on self-identification (Workforce Survey form); 1988 figures are based on self-identification and other means of identification.

Table 3

Persons of Aboriginal Ancestry

Representation in Government - By Type of Position

MARCH 31, 1991								
	FILLED POSITIONS				PERSONS OF ABORIGINAL ANCESTRY			
TYPE OF POSITION	O/S	SGEU	CUPE	TOTAL	O/S	SGEU	CUPE	TOTAL
Permanent	2134	4941	784	7,859	29	160	14	203
Temporary	45	462	61	568	1	20	0	21
Part-time	27	1227	87	1,341	0	38	1	39
Casual	17	1251	450	1,718	0	50	3	53
Labour Service	0	1014	0	1,014	0	41	0	41
TOTAL	2223	8895	1382	12,500	30	309	18	357 (2.9%)
MARCH 31, 1992								
Permanent	2117	4781	781	7,679	31	177	24	232
Temporary	30	438	38	506	0	20	2	22
Part-Time	38	1401	102	1,541	1	58	3	62
Casual	20	1097	483	1,600	0	37	6	43
Labour Service	0	900	0	900	0	24	0	24
TOTAL	2205	8617	1404	12,226	32	316	35	383 (3.1%)

Table 4

Persons with Disabilities

Representation in Government - By Type of Position

MARCH 31, 1991								
	FILLED POSITIONS				PERSONS WITH DISABILITIES			
TYPE OF POSITION	O/S	SGEU	CUPE	TOTAL	O/S	SGEU	CUPE	TOTAL
Permanent	2134	4941	784	7,859	76	153	16	245
Temporary	45	462	61	568	0	4	0	4
Part-time	27	1227	87	1,341	0	25	1	26
Casual	17	1251	450	1,718	0	9	0	9
Labour Service	0	1014	0	1,014	0	7	0	7
TOTAL	2223	8895	1382	12,500	76	198	17	291 (2.3%)
MARCH 31, 1992								
Permanent	2117	4781	781	7,679	73	153	15	241
Temporary	30	438	38	506	1	4	0	5
Part-Time	38	1401	102	1,541	0	28	0	28
Casual	20	1097	483	1,600	1	11	1	13
Labour Service	0	900	0	900	0	9	0	9
TOTAL	2205	8617	1404	12,226	75	205	16	296 (2.4%)

Table 5

Women

Representation in Government - By Type of Position

MARCH 31, 1991								
	FILLED POSITIONS				WOMEN			
TYPE OF POSITION	O/S	SGEU	CUPE	TOTAL	O/S	SGEU	CUPE	TOTAL
Permanent	2134	4941	784	7,859	693	2682	576	3951
Temporary	45	462	61	568	29	368	40	437
Part-time	27	1227	87	1,341	23	935	77	1035
Casual	17	1251	450	1,718	15	860	313	1188
Labour Service	0	1014	0	1,014	0	165	0	165
TOTAL	2223	8895	1382	12,500	760	5010	1006	6776 (54.2%)
MARCH 31, 1992								
Permanent	2117	4781	781	7,679	703	2603	577	3883
Temporary	30	438	38	506	18	323	29	370
Part-Time	38	1401	102	1,541	31	1068	90	1189
Casual	20	1097	483	1,600	16	774	338	1128
Labour Service	0	900	0	900	0	130	0	130
TOTAL	2205	8617	1404	12,226	768	4898	1034	6700 (54.8%)

Table 6

Target Group Representation in Management Levels

Management Levels	Filled Positions	Women	Persons of Aboriginal Ancestry	Persons with Disabilities
March 31, 1991				
7-12	625	113 (18.1%)	8 (1.3%)	25 (4.0%)
1-6	1167	355 (30.4%)	20 (1.7%)	35 (3.0%)
TOTALS	1792	468 (26.1%)	28 (1.6%)	60 (3.4%)
March 31, 1992				
7-12	630	120 (19.1%)	7 (1.1%)	28 (4.4%)
1-6	1161	360 (31.0%)	23 (2.0%)	32 (2.8%)
TOTALS	1791	480 (26.8%)	30 (1.7%)	60 (3.4%)

As stipulated in the 1990 terms and conditions of approval, summary data for CUPE 600 positions have also been compiled in Table 7 by target group and by department (Health and Social Services)

Table 7

Target Group Representation in CUPE 600 Positions

	Filled Positions	Women	Persons of Aboriginal Ancestry	Persons with Disabilities
March 31, 1991				
Health	670	492 (73.4%)	11 (1.6%)	5 (0.7%)
Social Services	712	514 (72.2%)	7 (1.0%)	12 (1.7%)
TOTALS	1382	1006 (72.8%)	18 (1.3%)	17 (1.2%)
March 31, 1992				
Health	681	482 (70.8%)	11 (1.6%)	5 (0.7%)
Social Services	719	527 (73.3%)	25 (3.5%)	11 (1.5%)
TOTALS	1400	1009 (72.1%)	36 (2.6%)	16 (1.1%)

The approved out-of-scope plan provides salary range data for the government's Management and Professional classification plan. SHRC requires an update of the monthly rates for sample positions in the out-of-scope classification plan. Table 8 presents this information, as of July 1, 1991.

Table 8

Sample Positions by Level
Management and Professional Classification Plan

	Monthly Pay Rates July 1, 1991
LEVEL 1	
Supervisor, Institutional Services Supervisor, Word Processing Unit Assistant Budget Officer	$2,571 - 3,344
LEVEL 2	
District Administrative Officer Assistant Secretary and Accountant Trust Officer Computer Services Analyst Programs Manager Divisional Administrative Officer Supervisor, Network Services Centre	$2,777 - 3,609
LEVEL 3	
Loans and Grants Supervisor Area Maintenance Supervisor Food Services Manager Manager, Property Control Dental Region Administrator Shift Supervisor, Nursing Ombudsman Investigator Resident Supervisor Securities Officer	$2,998 - 3,898
LEVEL 4	
Project Engineer Chief Steam Heat and Power Plant Engineer Team Leader, Normal Living Unit Sheriff Personal Property Registrar District Maintenance Supervisor Registrar, Land Titles Manager, Processing Unit	$3,239 - 4,211

	Monthly Pay Rates July 1, 1991
LEVEL 4 (cont'd)	
Personnel Administrator	
Junior Financial Management Analyst	
Community Planner	
Development Officer	
Petroleum Engineer	
LEVEL 5	
Park Superintendent	$3,496 - 4,547
Director, Community Training Residence	
Director of Nursing, Mental Health Region	
Director, Vital Statistics	
District Co-ordinator, Rehabilitative Services	
Manager, Payroll Control	
Manager of Accounting	
Community Planner	
Departmental Budget Officer	
Systems Analyst	
Curator	
Chiropodist	
Management Analyst	
LEVEL 6	
Deputy Director, Correctional Centre Security	$3,776 - 4,910
District Design Engineer	
Social Services District Director	
Regional Director, Alcoholism	
Manager, Occupational Health and Safety	
Director of Communications	
Assistant Director of Human Resources	
District Maintenance Engineer	
Social Services Assistant District Director	
Director, Administrative Services	
Manager, Computer Services	
Development Manager	
Senior Policy Analyst	
Assistant Director, Development	
Intermediate Financial Management Analyst	
Project Geologist	
Program Supervisor, Mental Health Region	

	Monthly Pay Rates July 1, 1991
LEVEL 7	
Director of Social Work	$4,040 - 5,252
Manager, Provincial Wildlife Regions	
Director of Nursing, Northern Health Services	
Director, Hospital Standards	
Chief Psychologist	
Manager, Agricultural Engineering	
Assistant Principal, Administration	
Director, Management Services Branch	
Director, Public Health Nursing	
Social Services Program Consultant	
Director, Rehabilitation Services	
Senior Hospital Administration Analyst	
Resource Management Consultant, Potash/Coal	
Chief Chemist	
Engineer of Mines	
Senior Planner	
Development Consultant	
Project Centre Manager	
LEVEL 8	
Director, Mental Health Region	$4,323 - 5,620
Social Services District Director	
Director, Promotions	
Manager, Audit and Investigation Branch Offices	
Director, Administrative Services	
Regional Manager, Extension Services	
Director, Home Care	
Regional Director, Northern Field Services	
Director, Information Management	
Director, Facilities Development	
Director, Surfacing Branch	
Head, Industrial Minerals	
Associate Director, Program Development	
Director, Tax Policy	
Senior Financial Management Analyst	
Senior Toxicologist	
LEVEL 9	
District Engineer	$4,628 - 6,015
Assistant Principal, Programs	
Director, Correctional Centre	
Manager, Occupational Hygiene	
Director, Administrative Services	
Director, Transportation Policy	
Petroleum Consultant	
Senior Science and Technology Co-ordinator	

	Monthly Pay Rates July 1, 1991
LEVEL 10	
Executive Director, Public Employees Benefits Agency Director, Court Services Director, Forestry Director, Field Services Director, Institutional Operations Director, Policy, Planning and Research Director of Negotiations	$4,950 - 6,436
LEVEL 11	
Executive Director, Support Services Division Executive Director, Agricultural Extension Services Executive Director, Policy Research & Mgmt. Services Executive Director, Psychiatric Services Executive Director, Continuing Care	$5,296 - 6,886
LEVEL 12A	
Executive Director, Operations Division Executive Director, Petroleum & Natural Gas	$5,669 - 7,369
LEVEL 12B	
Associate Deputy Minister, Finance Associate Deputy Minister, Health	$5,867 - 7,626

Regulation 53 a) ii)

Community Analysis

The SHRC estimates of target group people in the working age population (15 - 64 years) in Saskatchewan are:

Women in the Workforce	43.0 %
Persons of Aboriginal Ancestry	12.2 %
Persons with Disabilities	6.2 %

Regulation 53 a) iii)

Under-representation

Persons of Aboriginal ancestry and persons with disabilities are generally under-represented in the public service. It is necessary that their participation be increased within all areas and levels.

While the representation of women in the public service generally is good, they tend to be over-represented in certain occupational groups and under-represented within the non-traditional occupational areas.

A. Non-traditional Occupations for Women

Table 9 lists the SGEU and CUPE 600 occupations considered to be non-traditional for females. It includes those classifications in which women make up less than 30%, along with appropriate related classifications.

Table 9

Non-traditional SGEU Occupations for Women

Agrologist 1-3
Airport Operator 1
Apprenticeship and Labour Standards Inspector I
Assistant Farm Manager
Audiological Electronics Technician
Audio-Visual Technician 2
Auditor 1-4
Commercial Artist 2
Community Planner 1
Community Planning Technician 1-3
Computer Operator 1-2
Conservation Officer-Pilot
Cooperative Management Advisor 1-2
Coordinator, Colleges
Coordinator
Correction Services Officer 1-2
Corrections Worker 1-3
Culture & Recreation Consultant 1-2
Curriculum & Examination Development Officer
Data Processing Operator 1
District Engineering Officer
Draftsperson 2-4
Educational Consultant
Engineering Assistant 1-2
Engineering Technician 1-2
Equipment Officer
Equipment Operator 1-3
Farm Worker 1-3
Ferry Operator 1-2
Fire Prevention Officer 1-2
Fire Control Coordinator
Fish & Wildlife Ecologist 1-2
Food Services Supervisor 1
Forest Photo Interpreter 1-3
Forester 2-3
General Maintenance Mechanic 1
General Service Worker 1-4
Geological Laboratory Worker 1
Geologist 1
Heating & Power Plant Engineers 2-3
Highway Traffic Officer 1-2
Industry & Commerce Consultant 1-3
Investigator 1-3
Journeyman 1-2
Laboratory Scientist 1-2
Laboratory Technologist 1-3
Labourer
Lands Plans Examiner 1-3
Lands Appraiser
Lands Negotiator 1-2
Livestock Technician 2-3
Livestock Inspector 1-3
Maintenance Worker Sask Boys School
Medical Equipment Technician 1
Mines Inspector & Mines Rescue Inspector
Municipal Administration Advisor 1
Museum Technician 2-3
Occupational Health Officer
Occupational Hygienist 2-3
Operational Service Worker 1-2
Park Planner 1-2
Pasture Manager 1-2
Petroleum and Natural Gas Technician 1 - 3
Petroleum Development Officer 1-2
Pharmacist 2-3
Pickup and Delivery Person
Postal Clerk 1-2
Printing Service Technician 1
Property Control Officer
Public Health Inspector 1-2
Radio Operator
Radio Technician
Regional Coordinator 1
Resource Officer 1-4
Resource Maintenance Supervisor 1-2
Revenue Administrator 1
Revenue Officer 1-6
Senior Storekeeper
Senior Public Health Inspector
Shop Supervisor 1
Standards Consultant C.S.C.S.
Store Clerk 1-2
Storekeeper
Superintendent of Education
Supervising Radio Technician
Supervisor of Lands
Supervisor of Facilities Planning
Supervisor Operations (General)
Tourist Industry Consultant 1-3
Trades Helper 1
Trades Instructor
Tradesperson 1
Transport Operator 1
Tax Auditor 3-4
Technical Safety Inspector 1-3
Water Development Project Supervisor 2

Non-traditional CUPE 600 Occupations for Women

Baker
Driver
Firefighter
Head Upholsterer
Journeyman 2
Laundry Workers 2-4
Medical Equipment Technician
Psychologist 1-3
Storekeeper
Senior Storekeeper

As stipulated in the 1990 terms and conditions of approval, additional statistics have been compiled regarding non-traditional positions. Tables 10 and 11 provide summaries of women in non-traditional CUPE and SGEU positions for 1991 and 1992.

Table 10

Non-Traditional CUPE 600 Positions

	Health	Social Services	Total
March 31, 1991			
Non-Traditional Positions	26	9	35
Women in Non-Traditional Positions	5 (19.2%)	0 (0%)	5 (14.3%)
March 31, 1992			
Non-Traditional Positions	26	8	34
Women in Non-Traditional Positions	8 (30.8%)	0 (0%)	8 (23.5%)

Table 11

Non-Traditional SGEU Positions

	March 31, 1991	March 31, 1992
Non-Traditional Positions	2565	2475
Women in Non-Traditional Positions	497 (19.4%)	489 (19.8%)

Regulation 53 a) iii)

Under-representation

B. Women in the Public Service

There has been a slight increase in the number of women employed in the public service, from 54.2% in March 1991 to 54.8% in March 1992. There have been increases in women employed in non-traditional positions from last year, from 19.3% to 19.8%, and women in management, from 26.1% to 26.8%. The number of women in management positions continues to increase, to the point where over one in four management employees are women. The government has seen an increase in the number of women in all levels of management, including middle and senior levels.

Regulation 51 d)

Goals in Accordance with Section 56 a)

A. Long-term Goals

The long-term goal is a Public Service in which women, persons of Aboriginal ancestry and persons with disabilities are employed in the same proportions in which they are available in the working age population and are either qualified or could become qualified through reasonable efforts on the part of the employer.

Long-term (20-year) goals were submitted and approved by the SHRC in November, 1991:

Women in management and non-traditional positions	43.0%
Persons of Aboriginal ancestry	12.2%
Persons with disabilities	6.2%

B. Short-term Goals

Quantitative short-term goals for recruitment were established by departments for 1991/92. The following table summarizes the achievement of these goals:

Table 12

Short-Term Goals and Recruitments* - 1991/92

	Goal	External Recruitment**	Internal Recruitment***	Total Recruitment
Women in Management	66	38 (57.6%)	88 (133.3%)	126 (190.9%)
Women in Non-Traditional	107	172 (160.7%)	65 (60.7%)	237 (221.5%)
Persons of Aboriginal Ancestry	102	84 (82.4%)	21 (20.6%)	105 (102.9%)
Persons with Disabilities	34	29 (85.3%)	12 (35.3%)	41 (120.6%)
TOTAL	309	323 (104.5%)	186 (60.2%)	509 (164.7%)

* All permanent and non-permanent positions
** Includes employees new to the government or to the department.
*** Includes promotions, transfers, upward reclassifications, secondments and competitions within departments.

Note: This year, Board Minute positions appointed in Agricultural Credit Corporation of Saskatchewan (ACS) have been included in the total recruitment statistics. Refer to Appendix I for a detailed explanation.

The total number of target group members recruited in 1991/92 was 509. Of these, 323 were recruited from outside government/ departments and 186 were recruited internally within departments.

It is noteworthy that our goals were exceeded in all categories. We were particularly successful in the recruitment of women in management (internally) and in non-traditional roles (externally). We were able to exceed our goals for persons of Aboriginal ancestry by 2.9% and persons with disabilities by 20.6%.

While the above statistics indicate that our total reported achievements have exceeded our expectations for 1991/92, we recognize the need to continue to improve on our efforts to increase and retain target group members in public service employment.

The SHRC requested additional information regarding the number of "new hires" from outside government. New hires are defined as those employees who were not employed in the previous month in the government. Table 13 provides this breakdown:

Table 13

New Hires - 1991/92

	New to Government*	All Recruitments** (External & Internal)	% (New to Government/ recruitments X 100%)
Women in Management	21	126	16.7%
Women in Non-Traditional	169	237	71.3%
Persons of Aboriginal Ancestry	77	105	73.3%
Persons with Disabilities	20	41	48.8%
TOTAL	287	509	56.4%

* Includes all permanent and non-permanent positions (temporary, casual and part-time, summer and co-op students. Does not include Labour Service employees on recall, or persons returning from definite leave)

** See Table 12 for definition

A term and condition of approval set by the SHRC in 1991 states that "The sponsor provide with its 1991/92 report to the Commission, an update of statistics contained in the 1990/91 report. This data shall include the total number of permanent positions filled in the previous year. The statistics shall include a breakdown by gender for Aboriginal persons and persons with disabilities".

- There were 87 permanent out-of-scope and 321 in-scope positions filled in 1991/92.
- The breakdown by gender for persons of Aboriginal ancestry and persons with disabilities is:

  Persons of Aboriginal Ancestry: 1.40% Male 1.40% Female
  Persons with Disabilities: 1.23% Male 1.22% Female

Regulation 51 d) Short term Goals for 1991/92

Departments will be requested to develop quantitative and qualitative goals for 1992/93 by mid-June, 1992.

These short term goals will include specific activities and initiatives related to employment equity, as well as numerical targets for recruitment of each of the three designated groups. The goals will include reasonable time frames for completion of each initiative, identify who is responsible for its achievement, and be responsive to changing conditions in the workplace.

The mid-June deadline will allow departments to take into consideration:

- the activities, achievements and difficulties of the previous year;
- government reorganization; and
- the estimated/approved 1992/93 budget and related program changes.

Regulation 51 e) Special Measures

The following initiatives were undertaken during the year in implementing the approved employment equity plans.

A. Advertising

1. Advertising the Government's Commitment to Employment Equity:

   - Articles about employment equity have been published in various departmental newsletters, some of which reach the public. Agriculture and Food promoted employment equity in its newsletter by listing promotional activities, career assignments and job rotations. Employees participating in secondments were profiled in the newsletter, creating awareness that the department had arranged secondments for target group members. SADAC's newsletter "Profile" profiles one staff member in each publication; 50% of those profiled are women. Parks and Renewable Resources (PRR) featured an employment equity article in the March 1992 issue of its internal newsletter. Health's newsletter, "Contact", focused on the department's first Aboriginal health consultant, an Aboriginal woman seconded from a local hospital. The April 1992 issue of the Economic Diversification & Trade (EDT) newsletter, "Whatchama'Callit", will include an article on non-gender specific terms.

   - Some publications address issues and programs of interest to target group members and to potential employers of target groups. Examples are the Women's Secretariat's "Focus" Newsletter, the Disabilities Directorate's program brochure, and the Native Career Development Program's (NCDP) pamphlet and employer kit.

   - Job vacancies are advertised in the "Saskatchewan Careers Bulletin" compiled by PSC. The Bulletin notes on its front page that braille copies are available from the Regina and Saskatoon offices. Alternate media such as cassettes are accessible to the visually impaired and a telecommunication (TDD) line is available for the hearing and speech impaired.

   - Rural Development published an article for each issue of "Scene and Heard", Rural Development/Saskatchewan Crop Insurance Corporation's quarterly employee newsletter (circulation is approximately 850). Target groups were depicted in photographs and articles in the department's external newsletter, "Rural Developments", which has a distribution of 75,000.

   - Literature on employment equity is available to the business community through the Business Resource Centres administered by EDT.

   - Signs in provincial parks advertise wheelchair access to facilities (PRR). Plans are underway to develop another facility for anglers with disabilities at the Buffalo Pound Provincial Park, in addition to the one at Candle Lake Trout Pond. Park facilities in the Candle Lake District (washrooms and service centre) were upgraded for wheelchair accessibility.

2. Including a statement about employment equity in job advertisements:

   . The "Saskatchewan Careers Bulletin" now includes the following statement: "We are committed to employment equity and encourage applications from persons of Native ancestry; persons with disabilities; and women seeking management and non-traditional roles." Advertisements in regional and national newspapers also include the statement, as part of the ad. This initiative meets the term and condition of approval (#6) which states that "...the Government of Saskatchewan include in all employment advertisements, a statement that they are an affirmative action employer".

   . Some departments have highlighted their search for qualified target group members. Justice includes the following statement in its advertisements for Corrections Worker positions: "The Department of Justice and the Government of Saskatchewan are committed to employment equity. We encourage qualified persons of Native ancestry and women to apply". Prior to placing the advertisement in the newspaper, PSC, Gabriel Dumont Institute (GDI), the Indian and Metis Affairs Secretariat (IMAS) and other Aboriginal organizations were contacted.

   . Agricultural Credit Corporation of Saskatchewan (ACS) has devised a statement to be included in all out-of-scope internal and external job advertisements: "ACS is committed to employment fairness and ensures equal opportunity for all candidates."

   . In Agriculture & Food, of the four out-of-scope positions advertised, a statement was included indicating that if a fully qualified candidate could not be found, the position would be underfilled.

3. Appropriately depicting target group members in published material:

   . A number of departments consciously include references to, and depict target group members in, their publications. Care is taken to ensure that members of target groups are depicted in a non-stereotypical fashion. New publications are reviewed to ensure a balanced representation of target group members in the workplace.

   . Departments monitor advertisements to ensure language used is cultural and gender neutral, and adheres to human rights legislation.

   . HRLE and Women's Secretariat publications depict target group members positively or are directed to specific target groups. Examples of the publications are:

      - Employment-related: Job Search Handbook, Beginning A Career - A Look at Jobs in Saskatchewan, Wages and Working Conditions, Labour Standards Bulletins, and the Minimum Employment Standards brochure depict target group members positively; Opportunities Program information package outlines additional funding for employers hiring students with disabilities.

- Occupational Health and Safety: Work Safe video, rotographic workplace safety display, Workers' Compensation Board slides, Safe Farming in Saskatchewan, Pregnant Women and Workplace Chemicals, and Agri-Ed showcase display depict persons from each of the target groups.

- Disabilities: The Premier's Disabled Persons Advisory Committee Report furthers the quality of life for citizens with disabilities.

. IMAS updated its NCDP brochure, and uses a video to promote persons of Aboriginal ancestry.

. Health ensures that its public information/public communication campaigns, including pamphlets, television and print advertisements, depict target group members positively, as in the "Aids" campaign. The department typically uses a silhouette style for health promotional brochures/materials which is non-discriminatory. Persons with physical disabilities have been depicted in silhouette.

. Any materials purchased by SADAC are screened for positive target group depictions.

. In Finance, the Public Employees Benefits Agency, in co-operation with the PSC, prepared and distributed brochures on its pension and benefits programs. The brochures are non-gender specific and have been written in simple English. Through the PSC, the Agency is able to provide program literature and correspondence in braille. The Saskatchewan Pension Plan (SPP) rewrote its program literature in simple non-gender specific language. The majority of the participants in the pension plan are female.

4. Ensuring the absence of systemic barriers in job advertisements:

. Departmental Human Resource Branches and the PSC's staffing consultants continuously monitor all job descriptions and advertisements to ensure the absence of systemic barriers. They ensure that the advertisements are gender neutral in images and language, depict target group members in a positive fashion, and are free from overtones of sexism and racism.

5. Placing job advertisements in appropriate publications:

. Some departments have placed job advertisements in publications to reach the target group readership.

- Education advertised secondment positions for the Northern Division and the Indian and Metis Branch in the "Northerner" in LaRonge as well as in the provincial dailies. In addition, copies of the advertisement were circulated to the Saskatchewan Indian Federated College (SIFC), GDI and Indian and Northern Affairs, Canada (INAC).

- Health advertises positions in Northern Saskatchewan newspapers to attract persons of Aboriginal ancestry. The position for an Aboriginal Health Consultant was advertised in a number of Aboriginal newspapers across Western Canada.

- For selective and difficult-to-fill positions designated for target group members, advertisements are placed in publications commonly read by designated groups.

B. Recruitment

1. Recognizing transferable/equivalent skills and experience:

   . Position requirements are stated in terms of knowledge, skill and abilities for that position. Unless required by statute, such as nurses or psychologists, "equivalent combination of training and experience" is accepted in place of specific credentials.

   . Transferable skills, such as those gained in volunteer work, are being reviewed. Equivalent work may be a substitute for formal educational requirements.

   . The credentials of academic programs geared to the needs of designated group members are accepted on an equal basis, for example, programs offered by the SIFC and GDI.

   . For permanent positions, qualifications of target group members are often reviewed again to ensure all relevant factors have been taken into consideration.

2. Identifying feeder classifications and positions:

   . Departments that have specifically identified feeder positions include Agriculture and Food, ACS, Finance, HRLE, PSC and the Saskatchewan Municipal Board. Agriculture and Food used trainee rates to attract women into the Agrologist I classification. ACS designated 3 administrative officer positions as feeder positions for advancement to Credit Officer and Administrative Co-ordinator positions. Feeder positions in Finance include the junior analyst series in the Treasury Board Branch, Economic & Fiscal Policy Branch, and the Taxation & Intergovernmental Affairs Branch, and Revenue Officers 1-3 in the Revenue Branch.

   . Trainee rates are used in some departments to attract more females in non-traditional positions.

3. Identifying positions to be filled by target group members:

   . A number of departments monitor vacancies to identify those which can be filled by target group members, either on a permanent, non-permanent or secondment basis.

- In several departments, Human Resources Branches encourage managers to consider target group candidates for non-permanent positions. In Agriculture and Food, target group candidates are to be given preference, when recruiting for non-traditional vacancies provided they meet minimum qualifications. In HRLE, target group members are encouraged to compete for posted vacancies.

- In PRR, 2 consultants of Aboriginal ancestry were hired to assist in the development of policies affecting Aboriginal people.

- In Education, a three-week work placement candidate from the previous year has been hired on a casual basis to work in the mail room.

4. Use of entry level (Article 5) positions for target group members:

   · Departments hire target group members into entry-level positions under Article 5 of the SGEU Collective Bargaining Agreement.

5. Inventories of qualified target group members:

   · Both the Disabilities Directorate and PSC maintain an inventory of candidates with disabilities for access by departments. Voluntary agencies, including the Voice of the Handicapped, Canadian Paraplegic Association, Employment Access, Mental Health Association, Canadian National Institute for the Blind, Saskatchewan Head Injury Association, Epilepsy Regina, Neil Squire Foundation, and the Saskatchewan Community Living Association are invited to forward resumes of persons seeking employment. Departments have access to the inventory when reviewing vacancies identified for target group members.

   · The NCDP of IMAS maintains an inventory of candidates of Aboriginal ancestry for access by the PSC, Crown Corporations and private sector employers.

   · The PSC's Career Profile directory maintains an inventory of women in management.

   · The tracking system developed by the Non-Permanent Resourcing Unit of the PSC ensures that target group members in the inventory are considered for non-permanent positions.

   · The Workforce Survey included a section in which target group employees could indicate if they wished to take advantage of opportunities that may be available through an Employment Equity Plan. The names of those who answered in the affirmative are forwarded to department Employment Equity Co-ordinators annually for their information and action.

6. Active searches for target group candidates:

   - The NCDP and the Disabilities Directorate contact external agencies and organizations for referrals of qualified candidates to match specific vacant positions.

   - Some departments have also established contacts with external organizations including: SIFC, Native Employment Centre of Canada, GDI, South East Regional College, Employment Access, Riel Native Employment Centre Incorporated, Saskatchewan Abilities Council and Bridging Program for Women.

   - Some departments have experienced success by contacting target group members directly and encouraging them to apply for vacant positions.

   - Health published a special recruitment bulletin predominately focused on hard to recruit professionals. The publication included photographs of women in non-traditional professions (public health inspector, clinical psychologist) and an Aboriginal employee (nurse). Two special recruitment videos, which include employees of Aboriginal ancestry, are shown by the Northern Health Services Branch of Health at schools and career fairs. Graduates from the Indian Diploma Nursing program are encouraged to apply for positions.

   - Some departments participated in career fairs around the province to solicit interest in non-traditional careers and to attract target group members:

     - Health attended career fairs at Saskatchewan Institute of Applied Science and Technology (SIAST), University of Saskatchewan and the LaRonge high school. Health recruitment staff also made a recruitment trip to the Indian Diploma Nursing Program at North Battleford. Health produced information sheets on a variety of health careers for use at Career Fairs. Some of the sheets depicted persons of Aboriginal ancestry as health professionals.

     - Highways and Transportation attended two career day events in Prince Albert and LaRonge.

7. Meetings with organizations representing target groups:

   - Disabilities Directorate and the Provincial Employment Equity Co-ordinator keep in contact with voluntary groups on an informal basis to accept referrals and to discuss the qualifications of potential applicants to add to the inventory.

   - Employment equity committee members from Highways & Transportation met with Employment Access staff to obtain more information regarding their services.

   - HRLE contract staff held meetings with SIFC, GDI, Metis Society of Saskatchewan (MSS), Federation of Saskatchewan Indian Nations (FSIN), Northern Teacher Education Program (NORTEP), Saskatchewan Urban Native Teacher Education Program (SUNTEP), Riel Native Employment Centre, and the Friendship Centres to discuss training and employment of persons of Aboriginal ancestry.

8. Use of training programs when hiring qualifiable target group members:

- Agriculture and Food hired summer students in the "fieldworker" classification. The majority were female agrology students. Upon graduation, students who were employed in the summer program are considered for competitions for non-traditional positions.

- Education provided a 3-week work placement for a Vocational Rehabilitation for Disabled Persons Program (VRDP) candidate and work placement opportunities through special needs programs from schools or SIAST. Last year, 5 opportunities were provided, including 2 who were hired into short-term non-permanent placements.

- Justice, Social Services and EDT provided practicum placements for target group members from the Universities of Saskatchewan and Regina, SIAST, GDI, the Bridging Program, NORPAC (Northern Professional Access College - La Ronge), Reliance School of Business, Basic Skills Development (Saskatoon) and Lethbridge Community College. These placements provided relevant experience and, on occasion, led to part-time positions.

- Justice provided 7 students-at-law positions for articling law students. A manual for students-at-law was prepared and distributed to universities and law societies including the Native Law Society.

- PRR has placed 9 students from the Resource Officer Trainee Program. The department chairs or is a member of the SIAST Advisory Committees of Woodland Campus in Prince Albert and its auxiliary campus in Buffalo Narrows. In addition to accommodating a placement from the SIAST Bridging Program, the department also placed 2 students from the English-as-a-Second-Language (ESL) Program.

- Health advertised job opportunities for co-op students at SIFC through the PSC, and provided a work placement for one SIFC student.

- Rural Development participated in the "Young Public Servant for a Day Program" and hosted a female high school student in the community planning area. A female high school graduate has received a work scholarship of summer employment in Education for 4 years to assist her with an engineering degree. A student of Aboriginal ancestry was provided a work term in the Drafting Services Unit. The department co-operated with the Bridging Program for Women and offered two work terms for women: one in the secretarial area and another in the Revenue Unit for accounting experience.

- Agriculture & Food participated in the Bridging Program for Women, providing 3 placements in the agricultural section, systems unit, and library. In the Catholic School Board project, female students toured and participated in discussions re non-traditional fields - Provincial entomologist, Soils and Crop Branch and the Veterinary Laboratory.

9. Permanent and Non-Permanent Appointments (Tables 14A and 14B)

- Mechanisms used during the year to appoint target group members include:

  - Competitions for permanent positions.

  - Other appointments of a permanent or non-permanent nature, which include transfers within/between departments and promotions within/between departments, any of which may involve either a permanent move, or appointments to temporary, part-time and casual positions.

  - Assignment of new higher level duties on a permanent basis, followed by an upward reclassification.

- Several departments hired summer students and co-op students from the Universities and SIAST who are target group members. Students are recruited from the Aboriginal Co-op program established at the University of Regina. A number of female summer students had been hired into non-traditional positions.

10. Non-article 5 SGEU Positions

- In the approved SGEU/government plan, a provision has been made where the employer may designate "X" positions annually for the purpose of increasing the representation of target group members. The following criteria apply when designating these positions:

  - This designation of positions not currently covered by Article 5 (Part 1) and Article 3.1.1 (Part 6) must be mutually agreed upon by both parties in accordance with Article 5 (Part 1) and Article 3.1.1 (Part 6).

  - Positions so designated shall be new or unencumbered (vacant) positions. This means the employer agrees that no employee, whether permanent or non-permanent, will be displaced in order to comply with this process.

  - Designation means a preference may be expressed for a particular target group and, in the first instance, only applications from members of that target group need be considered.

  - Employees who are on a long term disability plan and who have a physical disability as defined in Section 51 (c) will qualify as members of the target group - persons with disabilities, for employment equity purposes. Filling positions designated for persons with disabilities will be done in accordance with Letter of Understanding 157.

- In June, 1990, five government departments indicated they were anticipating filling 32 positions in 1990/91 under this provision. SGEU gave approval in principle to the 32 positions in October, 1990; however, each position must be submitted by departments for approval prior to staffing.

- A 1991/92 term and condition required that documentation be available to explain where and why preference was applied. In a letter dated December 11, 1991, the SHRC indicated that the documentation of preference be based on the following provisions:

  1. That any non-Article 5 position filled affirmatively since the granting of the continued approval is covered.

  2. That where preference for one of the target groups is given, the rationale for that preference will be documented.

  3. This documentation will be provided to the Commission during the monitoring process.

  4. The rationale for granting preference shall be more substantive than noting that the preferred group happens to be one of the three target groups.

- In the 1991/92 fiscal year, 5 positions were approved under this provision. Three of the positions filled were equipment operators, Labour Service positions in Highways & Transportation in northern Saskatchewan. Persons of Aboriginal ancestry comprise the majority of the working population in northern Saskatchewan and, therefore, were selected to fill these 3 vacancies. One position of the 5 was a Corrections Officer in Justice, which was not filled under this provision due to late approval, and the other, a consultant for the Aboriginal Wellness Program in Health, is being advertised.

- Table 14 presents the recruitment statistics for all departments, including permanent and non-permanent appointments (includes summer and co-op students). As previously noted, our achievements far exceeded our goals. However, we recognize that most of the achievements for women in non-traditional positions and persons of Aboriginal ancestry occurred as non-permanent appointments and that it would be desirable to increase the number of target group members in permanent positions.

TABLE 14-A

PERMANENT AND NON-PERMANENT APPOINTMENTS

EXTERNAL RECRUITMENT

	Women 1-6	Women 7-12	Women Non-Traditional	Persons of Aboriginal Ancestry	Persons with Disabilities
PERMANENT APPOINTMENTS					
Reg. 7.23 (Out-of-Scope)	0	4	0	3	0
Transfers from other departments	2	6	1	2	4
Promotions from other departments	1	1	1	0	0
Competitions	4	4	4	18	1
Secondments	2	4	0	2	2
Other	3	1	4	0	1
Labour Service*	0	0	12	11	0
NON-PERMANENT APPOINTMENTS					
Temporary	1	1	53	16	11
Part-time	0	0	32	23	5
Casual	2	1	29	8	5
Labour Service**	0	0	36	1	0
TOTAL	15	22	172	84	29

* Labour Service Employees with recall rights.

** Labour Service Employees with no recall rights.

TABLE 14-B

PERMANENT AND NON-PERMANENT APPOINTMENTS

INTERNAL RECRUITMENT

	Women 1-6	Women 7-12	Women Non-Traditional	Persons of Aboriginal Ancestry	Persons with Disabilities
PERMANENT APPOINTMENTS					
Transfers within departments	2	2	6	1	0
Promotions within departments	10	0	5	1	0
Upward reclass based on new duty assignments	37	6	8	5	2
Competitions	1	0	8	3	0
Secondments	8	4	5	0	1
Other	1	3	2	2	0
Labour Service*	0	0	0	0	0
NON-PERMANENT APPOINTMENTS					
Temporary	6	0	13	5	4
Part-time	6	0	13	3	3
Casual	2	1	4	1	2
Labour Service**	0	0	1	0	0
TOTAL	73	16	65	21	12

* Labour Service Employees with recall rights.

** Labour Service Employees with no recall rights.

11. Self-identification on employment application:

- The regular and summer employment application forms used by the PSC include a section where target group members can voluntarily identify themselves. Both application forms have been formally reviewed and approved by the SHRC.

12. Tracking target group applicants:

- The PSC and departments do not currently track target group candidates in competitions to determine their success rate.

13. Monitoring turnover rates:

A SHRC term and condition stipulates "... that the sponsor develop a system to track the turnover of target group members, the reasons for terminations, voluntary or involuntary, to be documented."

In response to this term and condition, a sub-committee from the SGEU/government Joint Employment Equity Committee was established to develop exit interview guidelines. Letters requesting information on exit interviews implemented by other employers were forwarded to federal government departments, private sector employers and other provincial governments. These data were analyzed and used as a basis for the guidelines. A copy of the analysis and guidelines were forwarded to the SHRC in March 1992 for review.

The objective of the exit interview is to frankly discuss conditions at the time of separation which affected employees' morale and detracted from their job satisfaction. With the information, the employer is able to enhance job conditions and maximize retention of human resource talent.

The guidelines for exit interviews have the following components:

a. Information compiled is strictly confidential.

b. Guidelines are provided to the exiting employee, prior to a personal interview, which is to be conducted midway between the notification of separation and the last day on the job.

c. During the interview, employees are encouraged to:

   . speak freely concerning the reasons for leaving;
   . discuss any concerns regarding policies, practices or working conditions.

d. A copy of the interview is forwarded to the employee and to the Human Resources Branch of the department.

HRLE receives a summary of the exit interview conducted with target group members, for inclusion in the Annual Report to the SHRC.

Three departments, PSC, Environment and Public Safety, and Justice (Correctional Centre staff only), volunteered to participate in the pilot project. The pilot project was implemented January 1, 1992, and evaluated after three months, on March 31, 1992.

In the pilot project, only one target group member voluntarily left the public service and subsequently interviewed during the period January 1, 1992 to March 31, 1992. The employee had been a corrections worker who had resigned to take a similar position in the correctional system in another province. Due to this minimal sample, the government requests an extension of the pilot project for another six months, to September 30, 1992. The data compiled during this period will be analyzed and reported to the SHRC.

14. Supplementary Information Form: Clerical Examinations

- The provincial government cites as a special measure in its out-of-scope plan, the use of a supplementary information form to collect demographic data from applicants writing the PSC clerical examination. This information is supplied voluntarily by the applicants and captures information related to an applicant's age, sex, education, past experience, Aboriginal ancestry and identification of disabilities. This information is to be used to assess whether the clerical examination is discriminatory against any groups of applicants.

  A report of the data collected is included in this annual monitoring report. The following table presents the data collected in 1991 and the cumulative data for years 1985-91.

  The information obtained during past years has been insufficient because of the limited sample. As a result, valid and reliable conclusions cannot be drawn.

TABLE 15
PUBLIC SERVICE EXAM - SUPPLEMENTARY INFORMATION

		1991	1985 - 91
SEX	Male	2 (2.7%)	59 (3.2%)
	Female	71 (97.3%)	1795 (96.8%)
	Total	73	1854
EDUCATION	• **ACADEMIC**		
	Grade 10 or less	1	53
	Grade 11	6	128
	Grade 12	59	1398
	• **COMMERCIAL**		
	Grade 10 or less	0	7
	Grade 11	1	25
	Grade 12	6	125
	• **OTHER**		
	Business College	33	843
	Community College	22	238
	University	8	349
OFFICE EXPERIENCE	Less than 6 months	10	103
	7 - 12 months	10	179
	13 - 24 months	21	271
	25 - 36 months	5	195
	37+ months	27	1101
ABORIGINAL ANCESTRY	Yes	4 (5.5%)	80 (4.3%)
	No	69 (94.5%)	1774 95.7%)
DISABILITY	Yes	4 (5.5%)	65 (3.5%)
	No	69 (94.5%)	1789 (96.5%)
	• Mobility	2	12
	• Visual	0	22
	• Hearing	2	16
	• Other	0	11
AGE	18 - 24 years	2	419*
	25 - 29 years	15	338
	30 - 39 years	14	487
	40 - 49 years	27	282
	50+ years	15	98

* For years 1986 - 1989, 1985 not available
Note: Numbers may not add, as respondents did not answer all questions

C. Developmental Opportunities

1. Staff Development Programs:

- A wide range of staff development opportunities are available to public service and labour service employees at all levels to upgrade their skills and to assist them in performing effectively in their present and future positions.

  - Managers are encouraged to give priority consideration to target group employees for training opportunities in seminars and workshops.

  - In some departments, memoranda are circulated within the department to inform staff and congratulate employees graduating from the programs.

  - Human Resources Branches counsel and encourage potential candidates to take university classes and supervisory skill courses to prepare for managerial positions.

  - Policies and procedures relating to training, development and staffing incorporate employment equity initiatives.

  - Managers work with employees on Development Plans annually to identify and plan for the acquisition of additional job-related skills.

Some specific programs offered through the PSC are:

(i) Administrative Development Program:

- This program enables employees in senior clerical, secretarial and administrative support positions to enhance their knowledge and skills through selected formal university classes. Its goals are to:

  - improve management skills;
  - develop problem-solving and decision-making skills; and
  - develop skills in providing high quality client service.

- Candidates attend regular university credit courses offered by the University of Regina or University of Saskatchewan. Tuition and textbook costs are paid by the Public Service Commission. Participants are eligible for one-half day per week of education leave at full salary for class attendance or study and research.

(ii) Middle Management Program:

- This program is designed to recognize and enhance the development of managers and professionals at levels 6 to 9, and women level 5 and above. Its goals are to:

- develop financial management skills for improving their handling of fiscal responsibilities;
- enhance decision-making, marketing and communications skills for higher quality client service and program delivery; and
- acquire computer skills for maximizing workplace efficiencies.

(iii) Senior Management Development Program:

- This program is intended for high potential employees, levels 6 to 9, who have demonstrated a capacity for advancement and a desire to enhance their careers in the Saskatchewan government. Participants spend two to three working days per month participating in activities over a two to three year period. The goals are to:

  - develop knowledge, skills and experience relative to the environment and responsibilities of senior managers in the public service; and
  - acquire skills to manage effectively and provide sound leadership.

(iv) Supervisor's Certificate Program:

- This is a one year program for managerial and professional levels 1-3, and management support group supervisors. It is intended for new supervisors, who have had no formal skill development in supervision and leadership. The program:

  - provides an orientation to supervision in the government; and
  - offers sessions on leadership and the performance management program.

(v) Professional and Technical Development Program:

- This program evolved from the Equity Development Program and the Management Training Program. This is a two-year program intended for employees who are involved in program development and delivery in M and P levels 1 to 5, and equivalent in-scope positions. Its goals are to:

  - increase knowledge of government priorities;
  - cultivate skills in the development, implementation and evaluation of programs; and
  - practice innovative ways to achieve goals when working as part of a team.

(vi) Other Development Programs:

- Other development programs include PSC Courses, department technical training, seminars or conferences sponsored by outside agencies, internal seminars, and out of province conferences and meetings. For example:

  - Departments sponsored employees, including target group members, to attend Career Track seminars on: In Search Of Excellence, Self-Esteem and Peak Performance, Communication Skills, Management Effectiveness and Presenting a Professional Image. Employees also attended National Seminars of Canada courses on budgeting, project management, leadership skills, etc.

  - A woman from Highways & Transportation had been seconded to work on a joint USA/Canada research program. She is working in the USA this year.

  - An employee of Agriculture & Food strengthened her communication and leadership skills by organizing and liaising with the Human Resource Branch to conduct a seminar entitled "Women Alone".

- The following table presents the number of target group members who have taken advantage of various developmental opportunities.

Table 16

LEARNING OPPORTUNITIES

	Women		Women		Persons of Aboriginal Ancestry	Persons with Disabilities
	1-6	7-12	Traditional	Non-Traditional		
Administrative Development Program	5	0	26	0	1	0
Middle Management Development Program	21	10	2	1	2	1
Senior Management Development Program	0	6	2	0	0	0
Supervisor's Certificate Program	11	1	113	2	7	2
Professional & Technical Development Program	6	1	3	3	0	0
SEMINARS/WORKSHOPS						
PSC	86	53	199	18	11	3
External to Department	79	91	875	24	12	9
Internal to Department	80	61	1457	60	48	19
TOTAL	288	223	2677	108	81	34

2. Developmental Assignments:

- Departments encourage and support current target group employees who may be interested in career assignments, job rotations and other mechanisms in order to gain a different kind of work experience, develop new technical and management skills, or broaden existing skills.

- Many departments have arranged for job reassignments for target group employees:

  - Female employees in traditional positions were provided the opportunity for assignments to other positions of equal or greater level of classification. While some of the positions were still in the traditional category, the developmental opportunities were extremely beneficial to both employees and the departments.

  - Target group employees were seconded to other departments for "interagency enrichment", many from clerk typist positions to Management Support Group positions. Many secondments resulted in temporary reclassifications.

  - Upward temporary reclassifications resulted in moves from traditional roles to women in management.

  - Target members were assigned specific projects to enhance their knowledge in their jobs, and to provide them with new skills.

  - When departments reviewed vacancies, they assessed whether the positions may be offered as a developmental opportunity for target group members.

  - When employees identified special interests, departments were supportive in arranging secondments where possible and feasible.

  - Career assignments also included temporary placement in non-traditional positions, for example, community planning technician, occupational health and safety inspector, agrologist.

- Specific examples of some of the initiatives are:

  - In Highways and Transportation, a female engineer is the department's representative on the Advisory Committee for Civil Engineering Technology Program at SIAST. In Highways and Transportation, a woman in management chairs the Management Information Committee, another is the designated Freedom of Information Co-ordinator and another chairs the department's File Manual Committee.

- Employees in Rural Development completed Career Development Profiles which were catalogued and compiled into one database. The information included career goals, interest in secondments, career development requirements, and training needs. These data are used to facilitate career enhancement opportunities. Rural Development and Agriculture & Food developed a formal secondment policy in September 1991 to ensure that all employees have equal access to opportunities.

- In Rural Development, a client service representative was given a temporary job rotation from a smaller Rural Service Centre to a larger one in another area. This opportunity became available as the result of a maternity leave, allowing another employee to upgrade her skills and to live in another part of the province.

- ACS surveyed employees to identify those interested in career changes and through the Coaching for Results development plan, ACS is establishing an inventory of those with special interest in particular positions.

. Table 17 provides data on developmental assignments.

Table 17

Temporary Assignments

	WOMEN		WOMEN		Persons of Aboriginal Ancestry	Persons with Disabilities
	1-6	7-12	Traditional	Non-Traditional		
Temporary Performance of Higher Duties	26	6	206	12	19	4
Secondments	4	4	9	1	1	0
Developmental Assignment	3	2	23	5	0	1
Temporary Reclassification	19	4	13	3	5	0
Special Projects	2	0	3	0	0	1
TOTAL	54	16	254	21	25	6

3. Educational and Other Support Initiatives:

- Departments continue to make available job-sharing, career leaves and variable hours of work arrangements.

  - The variable hours/job sharing program allows employees to decrease their hours of work and maintain their permanent status. Permanent out-of-scope, CUPE and SGEU employees are eligible, with approval of the supervisor. For example, in one department, an employee participated in a three-month job sharing arrangement during a family illness. While the employee had reduced hours, a casual employee was given additional hours of work. Other job sharing arrangements are approved for family considerations.

  - Career leave options provide opportunities for employees to take leave for personal development purposes, family reasons, community service, personal development and temporary work experience.

- Departments consider the current and career needs of target group employees when granting educational leaves and tuition and book reimbursement to employees.

- Table 18 indicates the number of target group members who have taken advantage of these opportunities.

Table 18

Work Arrangements

	Women		Women		Persons of Aboriginal Ancestry	Persons with Disabilities
	1-6	7-12	Traditional	Non-Traditional		
Job Sharing	0	0	33	4	1	1
Career Leave	4	1	9	10	4	0
Variable Hours of Work	5	6	25	4	0	0
Education Leave	3	1	13	4	2	0
Tuition & Book Reimbursement	24	3	136	16	2	3
TOTAL	36	11	216	38	9	4

D. Sexual Harassment

- There is a Sexual Harassment Policy, as well as a Letter of Understanding, in the SGEU collective agreement.

- A number of departments circulated information on the policy in their newsletters, included the policy in their Procedures Manual, or posted brochures published by the SHRC and the Canadian Human Rights Commission (CHRC) on office bulletin boards. EDT attached a note to its bulletin indicating that inquiries are personal and confidential, and should be directed to the Human Resources Branch.

- PSC produced and distributed a Human Resource Manual to all departments to assist in the day-to-day administration of personnel. The manual contains a section on sexual harassment, outlining the definition, policy, responsibilities, process, investigative guidelines, authority and contact department. Employees are also advised that they have the right to file a complaint with the SHRC.

- Information regarding sexual harassment was included as part of the orientation and in-service training in some departments. The Sexual Harassment Policy is part of SADAC's "Code of Ethics", which is distributed to all staff and funded agencies.

- SHRC conducted awareness sessions in sexual harassment in Rural Development, HRLE, Highways & Transportation, Agriculture & Food, and EDT.

  - In Rural Development, a follow-up article was written for the employee newsletter. Its Employment Equity Committee is drafting a procedure for dealing with sexual harassment complaints. The policy will be distributed to all managers and will be available at awareness sessions.

  - HRLE held 3 sessions - 2 in Regina and 1 in Saskatoon. The majority of the department's employees attended.

  - Highways & Transportation held a conference, attended by 150 staff, and a northern district meeting, where the SHRC presentation on sexual harassment was featured.

  - In Agriculture & Food, information sessions on sexual harassment were presented to the Livestock Branch in October 1991, Livestock Inspector's Conference in January 1992, and to the Executive Management team in March 1992. A summary of the latter presentation is scheduled for inclusion in the next issue of the department's internal newsletter.

  - A presentation was made to the EDT Senior Management Committee who supported the recommendation made by the department's employment equity committee to have similar presentations made to all employees and that attendance be mandatory. The divisional representatives of the employment equity committee is responsible for arranging the presentations.

- ACS developed a personal harassment policy for distribution to all employees. The policy outlines a mechanism for employees to report harassment incidents which are investigated thoroughly.

- The PPR Employment Equity Committee members made several presentations on sexual harassment at branch/regional meetings.

E. Education and Awareness

Term and Condition of approval (#4) states that "...Each department and agency covered by this plan develop a plan for promoting awareness among its employees about human rights issues that limit equal employment (e.g. discrimination and sexual harassment) and about affirmative action".

In June 1991, each department submitted its quantitative and qualitative short-term goals which included activities to promote awareness among employees and to foster an accepting environment and positive attitude. This section of the report summarizes the activities completed by the departments in 1991/92. As in the previous year, a list of the educational and awareness activities undertaken by individual departments will be forwarded under separate cover to the SHRC.

1. Internal Communications:

   In some departments, the strategy for implementation of employment equity is approved by the deputy minister and distributed to branch managers for information and action.

   - Agriculture & Food, Rural Development, and ACS continue to promote employment equity through their staff meetings and Executive Management meetings. As the result of one meeting with the Executive Management team, management agreed to review the employment equity committee membership to include more management, professional and male employees.

   - In Highways and Transportation, the Employment Equity Committee decentralized the development of qualitative and quantitative employment equity goals to the branch level to ensure greater branch ownership of the program.

   - The Deputy Minister of Executive Council has directed that senior staff be informed of the department's goals, that employment equity policies be understood and adhered to, and that target groups be given special consideration in hiring.

   - Some departments explicitly state that the personal goals and objectives of managers include employment equity objectives. PSC had a specific performance objective to assist departmental managers in appointing designated group members into permanent positions. In Justice, all Division Heads were requested to include employment equity initiatives in their workplaces and to encourage their managers to do the same.

- ACS distributed an employment equity program introductory newsletter. Managers have been directed to look at internal promotions, secondments, lateral transfers and trainee opportunities for target group members when filling vacancies.

2. Newsletters and Other Written Communications:

Departments distribute employment equity information through internal newsletters and other documents.

- Highways and Transportation employment equity goals and committee minutes were distributed to branch/district managers and executive directors.

- In Health, the department's employment equity plan was circulated to the Management Council for its information and support.

- In PRR, the Employment Equity Action Plan for 1990/91 was produced and distributed to middle and senior managers. Employment equity issues were also included as agenda items in branch meetings. Employment equity has been incorporated in the department's 1991/92 Corporate Plan as a key priority.

- ACS has developed a training model that focuses on self-directed learning. To assist this process, a resource centre is being developed that provides employees with access to tapes, videos and reading materials to address specific skill requirements. Also, work teams are being established to develop in-house training, where ACS employees would conduct the actual course. The in-house training includes supervisory skills workshops, software courses, introductory and advanced word processing training, paralegal seminars and effective writing seminars.

- Many departments included information on employment equity in their departmental newsletters. Rural Development's bi-monthly newsletter has an employment equity column, which is a regular feature. PRR published its employment equity action plan in a booklet for distribution to staff. A question & answer article on the employment equity program was published in Highway & Transportation's news publication. In-house publications in Health on Learning Resources and Staff Development Opportunities include depictions of employees with physical disabilities and employees of Aboriginal ancestry.

- Women in Management newsletters, from the University of Western Ontario's National Centre for Management Research and Development, are circulated to women in Community Services. Several papers of specific interest to women have been purchased by the department.

- Employment equity co-ordinators circulated the SHRC Newsletters and other employment equity resource materials to other staff.

- Rural Development produced a draft employment equity brochure to create awareness of the program for current and new employees. The brochure relates employment equity objectives to the department's strategic areas and lists departmental areas of expertise, career opportunities and business strategies. Photographs profile female employees in non-traditional roles.

- The "McDonald Quarterly", a newsletter on employment equity published by Cross Cultural Communications International Inc., has been ordered by Highways and Transportation and circulated among managers and Employment Equity Committee members.

- The Human Resources Branch of Justice publishes a bulletin nine times a year in which relevant news on employee equity is included. For example, the members and phone numbers of the Employment Equity Committee were listed and the Committee's terms of reference and 1990/91 quantitative goals and achievements were outlined.

- Justice has developed an orientation package for new employees. Information on the government's employment equity plan and members of the committee are included. Employees are encouraged to complete the workforce survey form.

- The library in Rural Development has been expanded to include articles, books and samples of materials on employment equity for review among staff. The materials in the library were catalogued, and a list was distributed to all managers. Rural Development and Justice have added books on subjects of interest to women and videotapes dealing with the hearing impaired and the subject of prejudice. Several departments have purchased the video "Beyond the Open Door" for viewing by staff.

- ACS developed a corporate logo for employment equity newsletters/bulletins and distributed background information to all employees. A survey was forwarded to employees to solicit their views on employment equity.

- IMAS, with the assistance of GDI, continues to update, print and distribute the "Indian and Native Organizations Directory for Saskatchewan".

- Two "PSC Post" magazines were published in 1991. The summer 1991 issue featured two women in non-traditional roles (environmental technologist and a management position - Director of Court Operations). There was also an article on the work of the SHRC. The cover of the winter 1991 issue featured an employee of Aboriginal ancestry and an article described the work responsibilities of two target group members.

3. Presentations:

In many departments, presentations regarding employment equity were made to management and other employees:

- IMAS has participated at external functions for cultural awareness and aboriginal employment as guest speakers, team leaders and co-ordinators.

- Several departments arranged presentations on the employment of persons with disabilities conducted by the Disabilities Directorate. At Rural Development, the workshop was entitled "Focusing on Ability" and was well attended by both management and in-scope employees. One employment equity member reported on the success of the workshop to the employment equity co-ordinators' council and encouraged other departments to arrange similar presentations.

- Several departments held presentations for employees by their employment equity committees. The Provincial Employment Equity Co-ordinator made presentations to several departments, including an overview of the government's employment equity program, current human rights legislation and the role of managers in achieving objectives and goals.

- PRR has implemented a New Employee Orientation Program. New employees are briefed on the employment equity program and provided with the employment equity brochure as part of their on-the-job orientation. In addition, the department hosts a one-day formal orientation session for new employees on a semi-annual basis. An employment equity presentation is part of these orientation workshops. The Workforce Survey is distributed, participants are encouraged to complete it and someone is available to answer questions regarding employment equity. As well, PRR made 10 presentations to various departmental groups on employment equity topics.

- ACS is in the process of offering employment equity awareness sessions in Kindersley, Shellbrook and Meadow Lake. Last year, ACS conducted orientation seminars at Swift Current, Saskatoon, Watrous, Maple Creek, Assinboine, Wynyard, Humboldt, North Battleford and Outlook. The staff from Rural Service Centers, Rural Development, and Crop Insurance also attended the sessions. The video "Beyond the Open Door" was shown, followed by a discussion.

- Energy & Mines will be arranging a cultural awareness seminar for April. There is considerable interest by the staff in attending the seminar to gain an Aboriginal perspective on department policies and programs.

- Staff from the Indian & Metis Education Branch of Education presented two workshops to employees in the department on the topic of racial discrimination. One was entitled, "A Class Divided" and the other "Systemic Discrimination". These were done in conjunction with the International Day for Elimination of Racial Discrimination. On May 14th, a representative of the Disabilities Directorate will conduct a workshop on Disability in the Workplace, Language, Attitudes and Comfort Zones. This workshop is targeted toward managers and supervisors.

- Social Services offered cross-cultural training, conducted by Aboriginal elders, to staff in the Young Offenders Program.

4. Conferences and Seminars:

Staff attended conferences, seminars and training courses on employment equity and other related issues.

- In Justice, cultural awareness is part of the Correctional Worker training program. The course is designed to increase the level of understanding of persons of Aboriginal ancestry to enable correctional workers to fulfil their responsibilities in a sensitive manner.

- Two training seminars in cross-cultural awareness were held jointly by Social Services and Justice and were open for all departmental staff. Unfortunately, an additional seminar was cancelled due to budget restraints in training. Classes had full registrations and waiting lists.

- Energy and Mines sponsored the "Prospector's School", a six week course which trained northerners about prospecting and other related exploration techniques, providing them with related job skills.

- PRR provides cross-cultural training to Resource Officers. Last year, the workshops were attended by 204 department staff.

- Staff at Women's Secretariat attended a variety of conferences on issues faced by women of Aboriginal ancestry and rural women.

- IMAS staff attended a number of workshops on cross-cultural awareness (Saskaire), multiculturalism, Aboriginal employment and employment of persons with disabilities.

- Health offered workshops on assertiveness training for women, work enrichment and career development as part of its in-house staff development program. A noon hour seminar on the wellness concept and implications for Aboriginal people, conducted by Billy Rodgers of the University of Utah, was well attended by staff.

- Rural Development has continued the Women's Forum, which organized monthly noon hour discussions for women in the department. Last year, 6 meetings were held on the following topics: 21st Century Workplace, Secondments, General Discussion, 30 Second Commercial, PSC Staffing and Interviewing, Self Prevention, and Self-Protection for Everyday Safety. The Forum also sponsored target group members at conferences and seminars.

- The annual SADAC conference on treatment featured a special session on Aboriginal services for Aboriginal people.

- Information regarding the following conferences was forwarded to departments. Most were well attended by the co-ordinators or representatives from their committees.

  - April 2, 1991: Disabilities Directorate workshop on employment of persons with disabilities; conducted by Jon Breen, Regina.

  - May 30, 1991: Saskatchewan Employment Equity Practitioner's Association (SEEPA) conference entitled "Employment - A Basic Issue: A Workshop on the Employment of People with Disabilities", Saskatoon.

  - June 12, 1991: SIAST conference on women in non-traditional positions (included a bus tour of Saskferco), Moose Jaw.

  - October 17, 1991: SEEPA conference entitled "Employment Equity for Women: Today and Tomorrow", Regina.

  - September 25-27, 1991: Interprovincial Association for Native Employment (IANE) Western Conference, Saskatoon.

  - March 6, 1992: Seminar, "Stopping Harassment in the Workplace", conducted by J. Karantonis, Human Relations and Communications Incorporated, Maryland, USA; Regina.

- Information on future conferences has been forwarded to co-ordinators:

  - Cross-Cultural Communications Inc (Neil MacDonald) seminar on cultural awareness, May 1, Regina.

  - "Breaking the Barriers" Equity and Access in Adult Education, June 17-20, 1992, Regina.

  - SEEPA conference: "Employment Restraints Impacting on Visible Minority Persons in Saskatchewan", May 13, 1992, Saskatoon.

5. External Communication:

   Staff from departments participate on boards and in organizations which promote employment equity initiatives in the community.

- Several women participate as board members of volunteer community organizations, whose specific goals are to provide a supportive environment for personal and professional growth. The organizations are also forums for shared ideas and expertise. One employee developed the concept of a Career Options Awareness Program, whereby female members visit local high school classes to provide role models for female students, and give them new career ideas and encouragement.

Co-ordinating this program sometimes requires the employee to take phone calls at the office and co-ordinate school visits when work time permits. The women who serve on boards are sometimes given time off work to attend meetings considered to be professional development opportunities.

- A woman engineer currently serves on the Women in Engineering Advisory Committee (an Association of Professional Engineers in Saskatchewan ad hoc committee) in Regina.

- Women's Secretariat assisted Saskatchewan Women in Trades & Technologies with the preparation of materials accompanying a video, "She's Got Her Ticket" produced to create awareness among students of the diversity of occupations available to women.

- Approval has been received from the SHRC by the Indian and Metis Education Branch of Education to conduct employment equity initiatives in the following programs:
  - The Indian and Metis Development Program
  - The Community Schools Program
  - The Joe Duquette High School

- The Indian & Metis Branch, in conjunction with the Saskatchewan Teachers' Federation, the Saskatchewan School Trustees' Association and the SHRC, continues to work together in the development of a policy to handle racist incidents. A handbook was developed and distributed to school divisions. A follow-up workshop was held with approximately 20 school boards represented from across the province. In addition, two departmental in-service consultants in the Indian & Metis Staff Development Program work with 19 schools (an increase of 5 from last year) and their staff on identified needs. The priority is to improve achievement rates and reduce drop-out rates among Indian and Metis students.

- IMAS employees participate as active members on two boards that work with aboriginal persons: SEEPA and the Native Advisory Board for SIAST, Kelsey Campus. Other persons of Aboriginal ancestry are referred to boards and committees as potential members.

- The Gender Equity Committee of Education has completed the Gender Equity Policy and Guidelines for Implementation which have been distributed to all Directors of Education and chairpersons of school boards. Each school principal received a copy of the policy, and each teacher a copy of the policy summary. In addition, these documents are now available through the Saskatchewan Book Bureau.

- SADAC has a Community Mobile Treatment Program, which is operated by persons on contract. Seventy-five percent of those on contract are persons of Aboriginal ancestry. SADAC continues to provide services through community based non-profit agencies. Approximately one-quarter of these funded agencies are administered by persons of Aboriginal ancestry.

- The Labour Standards Branch of HRLE presented 12 seminars to target group audiences, including work entry programs for women, Immigrant Women of Saskatchewan, NorSask Native Outreach and Moose Mountain Friendship Centre. The presenters gave an overview of basic labour standards: hours of work, vacation leave, maternity leave, dismissal and pay administration. Special provisions affecting employees in hospitals, hotels, restaurants, nursing homes and educational institutions were also covered.

- The Family Foundation, through its Multiculturalism Branch, co-ordinated the activities for the government for the International Day for the Elimination of Racism, March 21.

6. Other:

Other initiatives which foster employment equity included:

- In Education, all curricula and instructional material continue to be reviewed to ensure non-stereotyping. In-service workshops continue to be held to assist staff in recognizing stereotyped materials.

- The Staff Development Division of PSC has developed several initiatives addressing the issues of multiculturalism and diversity within the workplace. The Division has introduced a series of videos entitled "Valuing Diversity", which are available to departments; addressing the issue of multiculturalism and diversity is part of the Division's strategic plan. As well, one manager is responsible for developing a strategy which would heighten visibility and sensitivity of multiculturalism and diversity in the design and delivery of staff development programs.

- Women's Secretariat participated in "Girls Exploring Technology", a 3-week summer camp which provides Grade 7 - 8 girls with hands-on experience in carpentry, computer aided design (CAD) and drafting.

- Members of the employment equity committee in EDT have been involved in establishing an agreement in principle regarding provincial government contracting whereby members of the target groups will be given priority in contracts valued at $10,000 or less. Business Resource Centres give priority assistance to target groups.

- Departments participated in National Access Awareness Week activities.

- IMAS displayed role model posters of persons of Aboriginal ancestry in the office, and distributed them to other departments for display. PSC purchased and displayed artwork done by Aboriginal artists in their waiting rooms, open areas and the Executive Management boardroom.

. IMAS developed its own set of principles of employment equity:

- All positions to be staffed will give every consideration to target group members.

- A continued effort will be made to encourage target group staff to participate in career development through continued short courses, seminars and accredited university classes.

- IMAS will assure staff are aware of all employment promotional activities.

- IMAS will continue to target vacated positions as "Aboriginal" positions.

- IMAS will promote secondment and work experience training for target group members so they may compete successfully for higher level positions.

. Education, IMAS, Health, PSC, and Social Services participate on the Joint Union/Government Committees on Employment Equity.

. Departments with Labour Service employees updated their HRS payroll systems to automatically generate target group statistics as requested by SHRC.

. An Employee Assistance Program (EAP) was established to provide confidential and professional counselling to employees who are experiencing difficulties in their personal or professional lives. EAP deals with psychological and social difficulties, family or marital distress, problems caused by alcohol and drug abuse, stress, trauma incidents and vocational counselling. This program is available to all staff and their immediate families.

F. Other Initiatives

1. Support Services:

· Departments continue to provide career counselling services. They also refer target group members to organizations and agencies which provide vocational counselling services or specific employment programs for target group members. The PSC provides immediate career counselling to any potential employee, upon request.

. Women's Secretariat hosted noon hour luncheons for women in government on the topics of balancing work and family responsibilities and empowerment of women. Many departments encouraged and supported female employees' attendance at the luncheons. Several departments had representatives on the Planning Committee.

. PRR implemented a Native Liaison Program to provide career counselling to current Aboriginal staff and prospective candidates by attending Career Day seminars sponsored by educational institutions, government and non-government agencies.

- Bursaries may be provided to target group members through the Student Financial Branch of Education. Health provided bursaries to target group candidates to attend courses in non-traditional careers. Five women received bursaries to attend courses in public health inspection. One woman was granted educational leave and financial assistance to study public health inspection and was hired upon graduation.

- Mentor arrangements were made in one department, where "special needs" students were placed on three four-week placements. Several departments mentioned that informal mentoring relationships have been established between target group employees and other more senior employees. As part of Education's orientation program, mentoring is built into the system for all employees new to the department.

2. Other Initiatives:

- Highways and Transportation has decentralized the employment equity committee to individual branches within divisions. This has resulted in an increased awareness of the program, as well as increased ownership of goals.

- Social Services continues to employ persons with mental disabilities in the laundry section of Valley View Centre on a contractual basis.

- Rural Development allocated $2000 for employment equity activities which was used to purchase resource materials and to sponsor employees at external seminars. Work has also begun on developing a career options document to include in the Administrative Manual for the library.

- Women's Secretariat has conducted research on single parents, balancing work and family responsibilities, family violence, sexual harassment, and other topics. Staff also contributed to a research project on sexual harassment for the Canadian Association of Administrators of Labour Law - Women in Employment Committee.

3. Provincial Co-ordinator Initiatives:

- HRLE is responsible for administering and monitoring the employment equity plans on a government-wide basis. Responsibilities include planning and policy development, co-ordination of department initiatives, monitoring and evaluating achievements, and providing support and advisory services.

- The Provincial Employment Equity Co-ordinator of HRLE co-chairs the Joint Committees with SGEU and CUPE, chairs the Employment Equity Co-ordinators' Council and the sub-committee on Communications strategy, and is a member of the Steering Committee. The Co-ordinator is also a member of SEEPA.

. Last year, the co-ordinator was involved in:

- participation in educational seminars on issues such as cultural awareness, accommodation in the workplace, sexual harassment, National Access Awareness Week, and the SACL workshop on Supported Employment.

- attendance at SHRC's education equity and employment equity public hearings;

- preparation of research papers and policies for implementation, e.g., pay/employment equity strategies;

- on-going collection of statistical data related to quantitative goals;

- compilation of departments' annual report and other required documentation for submission to SHRC.

- preparation of 3 issues of "Fair Facts", with the assistance of the Communications Branch of HRLE. The employment equity newsletter featured target group employees; additional issues are near completion and will be distributed shortly.

- on-going discussions with the PSC to upgrade computer systems to collect appropriate and relevant data.

- co-chairing the SEEPA planning committee for the semi-annual conference focusing on women in management and non-traditional roles.

. The SHRC policy for defining persons with disabilities in employment equity programs was distributed to all departments. The paper defined disability, employment barriers and accommodation in the context of identifying persons with disabilities as a target group.

. Other activities include:

- Student conducted a literature review regarding a formal mentoring program, a bridging program for women in non-traditional roles, exit interviews, and an updated communications guide for gender/cultural-neutral language.

- Contract employee explored strategies for the expansion of employment equity to other public sector employees and met with various voluntary groups to discuss implementation of the public service employment equity program.

4. Employment Equity Committees:

. Employment Equity Committees in departments are comprised of out-of-scope and in-scope employees, who meet on a regular basis. In many departments, sub-committees are formed to address issues and implement activities. Senior management often participate in one or two meetings to discuss department strategies, and/or minutes of the meetings are shared with senior management.

- Many departments have implemented a rotation plan for the appointment of committee members to allow more employees to participate in planning and implementing employment equity activities. Efforts are made to ensure member representation is geographically disbursed, that there is target group representation, professional through to support groups, and an in/out-of-scope mix of employees.

- Departments which have regional offices are represented by employees from rural centres. Teleconference meetings are used to facilitate decision-making.

G. Difficulties Encountered

- Energy and Mines, Environment and Public Safety, Highways and Transportation, PRR, Finance and HRLE indicated difficulties in locating qualified target group members in non-traditional positions requiring engineering, mathematical or scientific backgrounds. Many of their positions require specialized expertise, licenses or certificates.

- Most departments said they experienced difficulty in meeting their goals as a result of budgetary restraint, and general staffing limitations. Few vacancies received approval for permanent staffing.

- The attrition rate has been lower, resulting in fewer vacancies. Hiring in permanent positions is extremely limited.

- Central registries for accessing target group members have not been fully utilized. Some departments experienced difficulties in obtaining qualified candidates from some referral agencies.

  - In some instances, contacts with target group members have been unproductive. Some target group members who are contacted are employed and, therefore, not available for short-term assignments.

- Some departments have experienced limited success in having new employees complete the voluntary Workforce Survey. The self-declared data do not reflect the actual number of target group employees in many departments.

- Work pressures and time constraints prevent employment equity co-ordinators and committee members from devoting considerable time to employment equity activities.

- Lack of resources, for example, videos which reflect the Canadian workforce and employment related and/or credible cross-cultural training courses, limit the amount of education and awareness activities undertaken.

- Planning was difficult, given the constantly changing environment, through reorganization, downsizing and government programs such as Fair Share Saskatchewan.

- To assist in facilitating job enrichment opportunities, one department asked managers to identify opportunities that may become available over the next fiscal year. Although managers responded they were willing to have their employees participate, actual opportunities were not forthcoming. It was, therefore, difficult to plan development opportunities which could have included career or project assignments. Opportunities for secondments and career assignments were, therefore, arranged as they occurred.

H. Accommodating Persons With Disabilities

1. Physical Accessibility

- A review of the physical accessibility of government owned and leased buildings was completed and submitted to the SHRC in February, 1990. The SHRC has requested that a report on improvements made and monies expended for capital improvements and accessibility compliance be part of the annual monitoring of the employment equity plans.

  In 1991/92, $264,000 was spent on completed physical accessibility renovations in government owned and leased buildings. Table 19 lists the completed projects and amounts expended.

Table 19

ACCESSIBILITY PROJECTS COMPLETED - 1991/92

Building	Renovation	Location	Expenditure
Pension Plan Space	washrooms, barrier free access	Kindersley	$ 4,000
Weigh Scale	washrooms, barrier free access	Langham	5,000
Whitespruce Centre	washrooms, barrier free access	Yorkton	20,000
Young Offenders Centre	washrooms, barrier free access	Prince Albert	6,000
Highways Repair Depot	washrooms, barrier free access	Weyburn	6,000
Youth Unlimited	washrooms	Regina	3,000
Walter Scott Building	automatic door system	Regina	7,000
Crown Investment Corp. Bldg.	mudjacking to create a level concourse access	Regina	14,000
Court House	barrier free access improvements	Regina	110,000
Saskatchewan Hospital	barrier free access improvements	North Battleford	6,000
Rural Service Centre	washrooms, barrier free access	Kamsack	6,000
MLT Building	new ramp access, barrier free access, washrooms	Regina	46,000
SaskTel Building	barrier free access	Moose Jaw	3,000
Provincial Office Building	upgrade elevator for barrier free access	Melfort	12,000
E.I. Wood Building	new doors to provide barrier free access	Swift Current	16,000
		TOTAL	**$264,000**

. Initiatives relating to physical accessibility include:

- Departments ensure that all space rented for program delivery and meetings are wheelchair accessible. HRLE, in consultation with SHRC, the federal government, voluntary agencies and SEEPA, is currently developing a checklist to be used for planning conferences to ensure that facilities are accessible.

- In 1990/91, three departments reviewed the physical barriers in the Walter Scott building. Assistance has been requested for removal of these barriers. In 1991/92, renovations were completed to increase accessibility: new signage indicating parking and building accessibility, a mechanical door opener, a light at a ramp repositioned for after-hours access to the building, and signage in the building. Renovations which are pending due to budget restraints include: repairs to handicapped parking area, ramp upgrading, new water fountains, washroom improvements, raised signage and "panic" hardware.

- HRLE and SHRC combined efforts to have the Toronto Dominion Bank Building install an automatic door for wheelchair accessibility.

- Justice has suggested that advertisements for jobs, which are located in wheelchair accessible buildings, include a statement to that effect. The department also ensures that new facilities are wheelchair accessible.

- Social Services is developing a policy to ensure that the need for workplace adaptations will not be a barrier to hiring, promotion, retention or transfer of employees with disabilities.

- PRR ensures that managers and building wardens are briefed concerning the evacuation policy for persons with physical disabilities.

2. Technical Devices and Services:

· Departments continue to provide technical devices, on a permanent loan basis, for use by employees with disabilities. This includes maintenance contracts and repair.

. A PSC employee, noted for his expertise in technical devices for persons with visual impairments, responded again this year to inquiries regarding specialized equipment selection and use. This typically involves significant effort and time, testing and verifying the suitability of equipment for a particular application. This employee is producing a library of information for employees with visual impairments.

. The types of technical devices and services provided by departments include:

Technical Devices:

- Volume-controlled telephones for hard-of-hearing employees.
- Four evacuation devices (Evacutrac) for individuals incapable of negotiating stairs in the event of building evacuation.
- Access buttons installed through exterior doors as well as doors on each floor at the 2220 College building.
- Elevators equipped with operational panels with braille signage and installed at a height accessible to those in wheelchairs.
- Orthopaedic chair back supports.
- Kurzweil personal reader, duxbury translator, and versabraille and braille embosser.
- Special backless posture chairs for those with back injuries.
- Desk and office area changed to accommodate an employee in a wheelchair.
- Motorized wheelchair.
- Redesigned desk to accommodate a new injury.
- Provision of parking space near the building or underground parking for employees with physical disabilities.
- Special lighting installed for visually impaired staff.
- Special chair and/or attachments to chairs to accommodate back injuries.
- Specialized computer and complete package of software and training; for example, track pad keyboard, track ball and data switch for programmer analyst.
- Payment of maintenance contract for a talking terminal.
- Keyboard arm rests, desk wedge.

Services

- Special leave arrangements.
- Payment of attendant fees and mileage to workshops and training sessions.
- Payment of sign language interpreter fees for hearing impaired to attend workshops.
- Payment of maintenance fee for use of braille facilities.
- Employee in wheelchair has been assigned designated employees to assist him should the need arise.
- Transfer of an employee to a more suitable position in department.
- Flexibility in the amount of time spent working at the computer to accommodate a back injury.
- Payment of counselling services; specialized counselling provided to help employees improve job performance.
- Relocation of employee with epilepsy to a safer office location.
- Alteration of job duties.
- Ensure that accommodations are available to any person requiring/requesting services, while attending conferences and workshops, e.g. signers for hearing impaired employees; special computer screens for visually impaired employees.
- Publish a list of employees trained in CPR/first aid techniques to ensure that qualified assistance is readily available in the event of an emergency.
- Alter testing procedures in the Corrections Worker Training Program to accommodate an employee with a disability.
- Accommodate employees returning to work rehabilitation programs from illness or disability. The rehabilitation programs include switching to variable hours of work arrangement, or returning to work on a part-time basis where the employee may gradually increase the hours of work as health permits.
- Fund the use of specially adapted paratype personal vehicles for staff with disabilities when on government business.

Regulation 51 f)

Committee Structure

The following employment equity committees have been established:

Employment Equity Steering Committee

The Steering Committee met three times during the year. The members are regularly updated concerning employment equity issues and initiatives. In the last year, the Committee:

- reviewed the Annual Report to the SHRC and departments' short-term quantitative and qualitative goals
- reviewed policy issues such as a recognition system for department achievements and employer identification of persons with disabilities who have not self-identified
- the employment equity publication "Fair Facts"
- long-term goals
- exit interviews
- target group representation in departments as identified by the SHRC
- education and awareness activities
- an expansion of employment equity.

The Steering Committee was provided a summary of the Ontario discussion paper for its public hearings: "Working Towards Equality: The Discussion Paper on Employment Equity Legislation", 1991.

The Chair of the Employment Equity Steering Committee forwards a copy of the Employment Equity Annual Report to each permanent head for information and circulation.

Employment Equity Co-ordinators' Council

Each department is responsible for ensuring that basic employment equity principles and plans specific to its needs are implemented. Each has an appointed employment equity co-ordinator and committee, consisting of in- and out-of-scope employees, which monitor and promote employment equity. The co-ordinator is the vital link between the department, other departments, the Provincial Co-ordinator, central agencies, committees and other individuals and groups. The departmental committee develops, implements and monitors its department's plan. Each co-ordinator ensures that statistics and information from the department is relayed to HRLE for inclusion in reports required by the SHRC.

The co-ordinators represent their departments on a government-wide Employment Equity Council. The Council provides the opportunity for information exchange and input into employment equity matters, and is a formal co-ordinating mechanism for government-wide initiatives. In 1991/92, the Council met four times.

May 1991:

- review of the results of a recognition/award system for departments
- distribution of a revised workforce survey form
- viewing of recruitment film, Northern Health Services Branch for Saskatchewan Health
- discussion of National Access Awareness Week, May 27 - June 1

September 1991:

- presentation by the Disabilities Directorate re awareness workshops
- review of SHRC Terms and Conditions of approval of government plans
- discussion of target group representation as per August SHRC correspondence

December 1991:

- discussion of long-term employment equity goals for the public service and the exit interview pilot project
- cultural awareness presentation by Norma Jean Dubray-Byrd of the Circle Project

March 1992:

- presentations by Duna Bailey, Provincial Co-ordinator for National Access Awareness Week, June 1 - 7 and by the Disabilities Directorate
- review of statistical data and narrative required for the annual report to the SHRC.

Department Employment Equity Committees

Each department has an employment equity committee with representatives from both in-scope and out-of-scope employees. The committee is responsible for developing, implementing and monitoring departmental employment equity plans.

Regulation 51 f)

Names of Joint Committee per Section 60

SGEU/government and CUPE/government joint committees are on-going. Each committee consists of two co-chairpersons and an equal number of union and government representatives.

Joint SGEU/Government Committee

The Joint SGEU/Government Employment Equity Committee oversees and participates in the conceptualization, development and implementation of the employment equity plan. As of March 31, 1992, the Committee consists of the following members:

- Representing the Government of Saskatchewan

  Lily Tingley, Co-chairperson
  Ken Cameron
  Laura Foster
  Betty Green
  Don Zerr

- Representing the Public Service/Government Employment Bargaining Unit of the Saskatchewan Government Employees' Union:

  Judy McKenzie, Co-chairperson
  Mike Daley
  Dorian Hassard
  Don Piper
  Sheila Senger

A Statement of Principles and Terms of Reference were developed by the Committee to guide the development of the joint employment equity plan.

The Committee is on-going for purposes of overseeing the implementation of the plan and special measures, monitoring the plan, and furthering plan development.

In the 1991/92 fiscal year, the Joint Committee met six times. The Committee identified priorities, and sub-committees consisting of joint committee members were formed to address issues.

The Joint Committee has addressed the following issues:

. Employment equity slogan for job advertisements
. Training modules
. Long-term goals
. SHRC Terms and Conditions of Approval
. Exit interview guide

. Revised employment equity training manuals

The Joint Committee is continuing to work on the following issues:

. Transferable skills
. Systemic barriers
. Employment equity funding
. Education and awareness activities undertaken by departments
. Inventories for each of the target groups
. Non-Article 5 positions ("X" factor positions)
. On-going log of activities
. Support mechanisms

Table 20 provides a complete list of the meetings held, the participants and the purpose of each meeting.

Table 20

Log of Activities

Joint SGEU/Government Committee on Employment Equity

DATE	PARTICIPANTS	PURPOSE
April 2-3, 1991	Joint Committee	Disabilities Directorate Workshop
May 6, 1991	SGEU, Vice-Chair of Steering Committee	Funding, education and awareness activities, and decision-making process discussed.
June 24, 1991	Joint Committee	Sub-committee reports discussed, long-term goals paper discussed.
June 27, 1991	Joint Committee; Co-Chairpersons	SHRC public hearings.
Sept. 11, 1991	Joint Committee	SHRC Terms and Conditions reviewed; long-term goals finalized.
Nov. 12, 1991	Joint Committee	SHRC staff presentation; sub-committee reports.
Dec. 17, 1991	Joint Committee	SHRC staff presentation; sub-committee reports.

Members of the Joint Committee attended a workshop on April 2 and 3 regarding the employment of persons with disabilities, conducted by Jon Breen of the Canadian Council on Rehabilitation & Work, Winnipeg, Manitoba. The workshop was organized by the Disabilities Directorate.

Two information documents, "Orientation to Employment Fairness - Background Information" and "Orientation to Employment Fairness Workshops for Managers - Facilitator's Manual", were revised and approved for distribution. The documents were forwarded to the Employment Equity Co-ordinators for training purposes. The documents are also available to the general public, other agencies, and students who request further information relating to the government's employment equity program.

SHRC staff attended two Joint Committee meetings to discuss the term and condition concerning criteria for determining the staffing of the non-Article 5 (category X) positions and the amalgamation of the three plans by SHRC into one report.

A sub-committee of two Joint Committee members developed guidelines for conducting exit interviews with target group members leaving the employment of the Government of Saskatchewan. Details of this project are discussed under Regulation 51 e), B, 13.

Joint CUPE/Government Committee

The Joint CUPE/government consultation committee is on-going. The committee consists of two co-chairpersons and an equal number of union and government representatives. As of March 31, 1992, the committee members are:

- Representing the Government of Saskatchewan:

  Lily Tingley, Co-chairperson
  Don Gray
  Donna McCudden
  Laura Foster

- Representing CUPE 600:

  Bruno Friebe, Co-chairperson
  Nancy Redekop
  Cheryl Wilson
  Sharon Stanicki

The Letter of Understanding which guides the committee contains the following Terms of Reference:

The functions of the Joint Consultative Committee on Employment Equity are:

1. Information gathering and sharing.

2. Joint problem solving capacity - identification of problems and the joint development of resolutions for the problems.

3. Monitoring role - monitoring progress and impact of the program's implementation.

4. Ability to make jointly binding decisions in regard to the development and progress of the Employment Equity Program.

Decisions shall only be binding if a majority of CUPE representatives and a majority of the government representatives are in agreement.

Information is shared on an on-going basis by correspondence, for example, approval of the proposed long-term goals and the Annual Report to the SHRC.

Monitoring Processes and Responsibilities

This annual report represents an amalgamation of department reports for the fiscal year April 1, 1991 to March 31, 1992.

APPENDIX 1

ACS has a total of 255 filled positions. Of these, 105 are in-scope (SGEU) and 150 are out-of-scope Board Minute positions. The latter statistics are not included in the Human Resources System (HRS) computer system at PSC and are, therefore, compiled manually by the Crown corporation. Table 1 presents the ACS staff complement.

ACS has had considerable success in recruiting women in management and in non-traditional positions in 1991/92, through Board Minute appointments. Table 2 illustrates the external and internal recruitment done by ACS, which have been included in the overall government statistics in Table 13.

Table 1
ACS - EMPLOYMENT EQUITY STATISTICS

	Total Positions	Women in Management	Women in Non-Traditional	Persons of Aboriginal Ancestry	Persons with Disabilities
In-Scope	105	N/A	0	0	2
Out-of-Scope	150	30 (20.0%)	16 (10.5%)	0	1
TOTAL	255	30	16	0	3

Table 2
ACS 1991/92 - BOARD MINUTE APPOINTMENTS

	External Recruitment		Internal Recruitment		
	Management	Non-Traditional	Managment	Non-Traditional	Total
PERMANENT APPOINTMENTS					
Transfers within departments	0	0	2	0	2
Promotions within departments	0	0	0	0	0
Competitions	2	2	0	0	4
Secondments within departments	0	0	2	2	4
Upward reclass based on new duty assignments	0	0	0	0	0
Other methods of appointment	0	0	0	0	0
Labour Service	0	0	0	0	0
NON-PERMANENT APPOINTMENTS					
Temporary	0	3	0	0	3
Part-Time	0	0	0	0	0
Casual	0	0	0	0	0
Labour Service	0	0	0	0	0
TOTAL	2	5	4	2	13

APPENDIX 2

List of Abbreviations

ACS	- Agricultural Credit Corporation of Saskatchewan
CAD	- Computer Aided Drafting
CHRC	- Canadian Human Rights Commission
CUPE 600	- Canadian Union of Public Employees Union Local 600
EAP	- Employee Assistance Program
EDT	- Economic Diversification and Trade
ESL	- English-as-a-Second-Language
FSIN	- Federation of Saskatchewan Indian Nations
GDI	- Gabriel Dumont Institute
HRLE	- Human Resources, Labour and Employment
HRS	- Human Resources System
IANE	- Interprovincial Association for Native Employment
IMAS	- Indian and Metis Affairs Secretariat
INAC	- Indian and Northern Affairs Canada
MLT	- McPherson, Lelsie, Tyerman
MSS	- Metis Society of Saskatchewan
NCDP	- Native Career Development Program
NORPAC	- Northern Professional Access College
NORTEP	- Northern Teacher Education Program
O/S	- Out-of-Scope
PRR	- Parks and Renewable Resources
PSC	- Public Service Commission
SACL	- Saskatchewan Association for Community Living
SADAC	- Saskatchewan Alcohol and Drug Abuse Commission
SEEPA	- Saskatchewan Employment Equity Practitioners' Association
SGEU	- Saskatchewan Government Employees' Union
SHRC	- Saskatchewan Human Rights Commission
SIAST	- Saskatchewan Institute of Applied Science and Technology
SIFC	- Saskatchewan Indian Federated College
SPP	- Saskatchewan Pension Plan
SUNTEP	- Saskatchewan Urban Native Teacher Education Program
VRDP	- Vocational Rehabilitation for Disabled Persons Program